FAI Cornerstone OnDemand (FAI CSOD) Migration

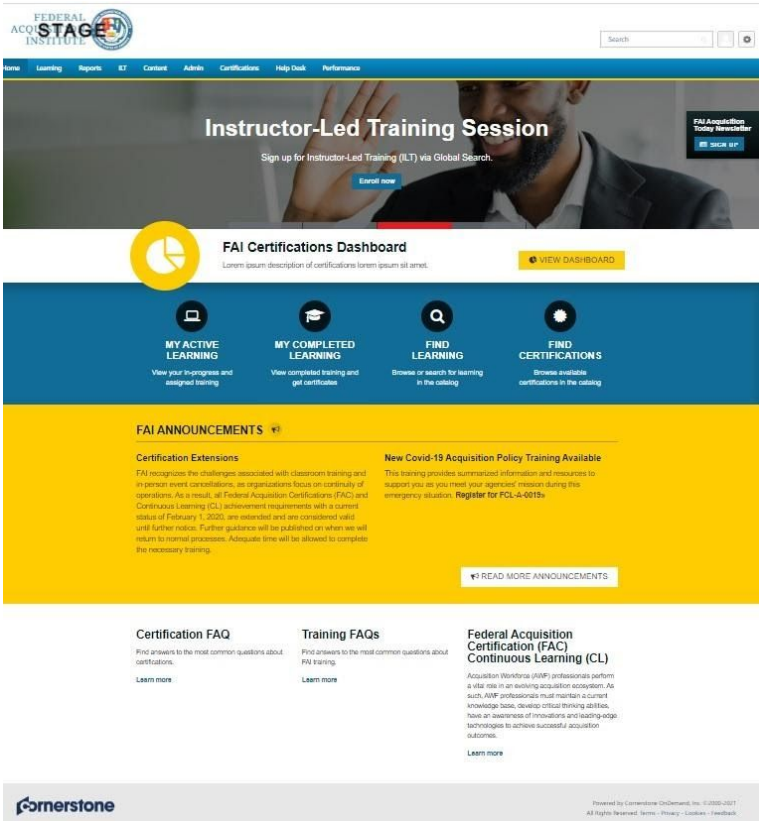
Change Management Strategic Playbook

Strategy

Value Proposition: FAI CSOD will provide Acquisition Workforce (AWF) members with a modern and commercial-off-the-shelf (COTS) service that is reliable and consistently updated based on best practices. The Federal Acquisition Institute Training Application System (FAITAS) was built on a customized government platform. Our diverse stakeholder community requires 24/7 access to a modern, scalable, and secure workforce management solution to support the demands of a 21st Century Government.

Key Benefits:

- ✔ **Reliable Access:** Commercial cloud-based system that maintains 99.9% uptime.
- ✔ **Modern Interface:** Industry-leading, intuitive, user-friendly platform.
- ✔ **Standard Features:** Functionality developed based upon industry-wide best practices and feedback from more than 6,000 global clients and over 75 million users.
- ✔ **Continuous Enhancements:** Regular upgrades to support millions of users across private and public sectors at no additional cost.
- ✔ **Secure Transfer:** DAU has successfully transitioned multiple government organizations to CSOD and has proven performance in securely migrating users' profiles and data.
- ✔ **Familiar Experience:** Many FAITAS users have taken classes through DAU's CSOD and are familiar with its student guides, task aids, training, and other resources.

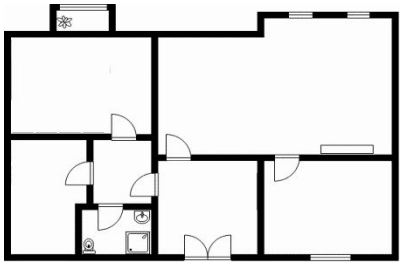
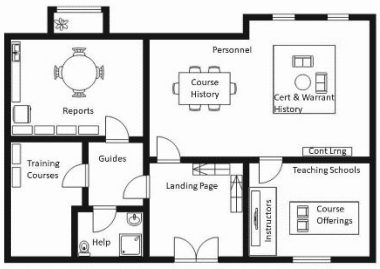


Configuration Steps

Step 1 – Agile Configuration (Fall '20): In collaboration with our partners and SMEs, FAI defined the functionality for the new FAI CSOD platform to best serve the needs of the AWF. As the service provider, DAU is responsible for the configuration, deployment, and operational support of the new platform. Configuration focused on retaining essential features of FAITAS and capitalizing on enhanced CSOD features.

Step 2 – Focus Groups (Fall '20 - Winter '21): We invited AWF leaders and members from every CFO Act agency and many small agencies to validate the business requirements and test the configurations. This active stakeholder engagement will optimize government-wide adoption and buy-in.

Step 3 - Users Acceptance Testing (Winter '21): A cross-section of AWF members who will manage their certifications and training in CSOD become familiar with the system and verify configuration and data transfer.

Agile Configuration	Focus Groups	Users Acceptance Testing
		
5 to 7 SMEs from different agencies	**Approx. 100 Power Users from different agencies**	**Approx. 300 AWF members from different agencies**
In this step, CSOD is like an empty, move-in ready house. Agency representatives with insights into applicable business processes meet to decide the initial room configuration and furnishings.	In this step, CSOD is like a house that is freshly arranged and furnished. Functional experts who routinely use and manage FAITAS processes meet to test and provide feedback on the layout and furnishings of specific rooms in the house.	In this step, CSOD is like a house ready for inhabitants. AWF members tour the house to test and become familiar with the layout and furnishings; only minor change requests expected.

Change Management & Communications

Change Management Phases:

Phase 1: Initiate (Spring '20 - Summer '20)

- FAI BOD Briefing
- Email to SPEs
- Brief ACMs at IACMC
- FAI Newsletter
- Launch FAI CSOD FAQs
- FAITAS Email to Users
- Establish FAI_CSOD Email Address

Phase 2: Prepare (Fall '20 - Spring '21)

- Focus Groups & Configuration
- Confirmation Moment
- User Acceptance Testing
- IACMC Updates
- FAITAS & Targeted Emails
- Announce Go Live
- Data Transferred to CSOD

Phase 3: Execute (Spring '21 - Summer '21)

- Go Live Verification & Notification
- Publish Training & Tutorials
- Encourage User Login & Data Verification
- Pulse Surveys to Track Adoption
- Active Reporting (e.g., log-ins, reported issues)

Phase 4: Evaluate (Summer '21 & Beyond)

- Provide Ongoing User Support
- Report Migration Stats
- Replace FAITAS with FAI CSOD on all FAI Sites and Materials
- Conduct Monthly FAI CSOD Advisory Board Meetings

ACMs play active role throughout the Phases. CSOD metrics will track agency engagement.

Roles: Moving from a custom built, legacy system to a commercial solution is a significant change for our diverse user community - approximately 260K AWF members. Change managers, business relationship managers, and the network of change champions and agents play a critical role in CSOD transformational change.

Business Relationship Manager (BRM)	Change Managers (CM)	Change Champions
FAI Director	FAI (Service Owner)	Agency Acquisition Executives, GSA, OFPP, FAI BOD
BRM Support	DAU (Service Provider)	**Change Agents**
FAITAS PM, FAI Staff	**CM Support**	Acquisition Career Managers
	GSA IT, FAI Vendors	

DAU configures and deploys CSOD; **FAI** funds and manages the MOA and supporting contract

As a lead change manager and service owner, **FAI** is communicating via channels listed below and serves as a liaison to key stakeholders

As change agents, **ACMs** are primary information disseminators, and prepare their AWF members for the transition

Multi-Channel Communications: To effectively communicate with stakeholders, FAI will use a multi-prong communication strategy and apply a number of methods to reach our stakeholders and users to include:

Newsletters

Acquisition Today articles keep 250K+ readers informed of key CSOD transition highlights

FAITAS Email Blasts

The FAITAS email service will be used to communicate directly with the AWF regarding important dates and action items in preparation for the transition

Targeted Emails

FAI will prepare targeted messages for ACMs to refine and send to their AWF members

FAQ Page

https://www.fai.gov/page/migration-faitas-cornerstone-ondemand

FAI will maintain FAI CSOD FAQs on FAI.gov

Virtual Sessions

FAI and DAU will host many video meetings and webinars for all segments of the AWF during the CSOD configuration and transition

Web-Based Training & Job Aids

Various online training, tutorials, and SOPs will be published for CSOD users

Estimated FY21 Communication Schedule:

Month	Communication Channels	Purpose
Oct.	IACMC Virtual Session; FAQs on FAI.gov	Collaboration for Configuration
Nov.	Coordinate with Focus Groups Participants	Prepare for Focus Groups
Dec.	Focus Groups; Confirmation Moment	Confirm Initial Configuration
Jan.	Focus Groups; IACMC Virtual Session	Collaboration to refine system
Feb.	Focus Groups; Targeted Leadership Emails	Address agency-specific needs; prepare for Acceptance Testing
Mar.	Acceptance Testing; Acquisition Today Articles; FAITAS Email Blast	Details on Migration Preparation
Apr.	Acquisition Today Articles; FAITAS Email Blast; Targeted Emails from Agency Leadership; IACMC Virtual Session; FAI Communicates Transition Timeline	Transition Focused

May	Acquisition Today Articles; FAITAS Email Blast; Web-based Training & Job Aids; Confirmation of Transition Date	Final transition - emphasize shutdown, restart, and resources
June	Acquisition Today Articles; FAITAS Email Blast; Web-based Training & Job Aids; Logon and Transition Support	Facilitate user transition
July, Aug. & Sep.	Acquisition Today Articles; FAITAS Email Blast; Implementation Surveys; FAI SOD Change Advisory Board Meeting	Transition, O&M, and future improvement